

The Board of Selectmen met on Wednesday, February 4, 2015 beginning at 6pm in the Main Meeting Room of the Town Hall. All members present.

Mark Gallivan, Chairman  
Christopher Timson, Vice Chairman  
Nancy Mackenzie, Clerk  
Clifton Snuffer  
James Stanton

Mr. Gallivan called the meeting to order at 6:08pm followed by the Pledge of Allegiance.

### **Interviews for Town Administrator**

Mr. Gallivan gave a brief overview of the process which started back in July. Put out an RFP for a consultant. In September they hired Edward J. Collins as the consultant. In October put together a profile, posted in November and open for at least 30 days. Late December they reviewed resumes, appointed a search committee. Named members and they went thru process and interviewed and presented to us last week. The Board will interview the three candidates tonight. They will be asking all the questions and none from audience. Each candidate will have 75 minutes. We talked last week about our time five minutes for each candidates. Each member asking two questions in a row. At the end give them time to ask questions of us. Make closing remarks. We did have a blind drawing on the order of interview.

### **James Johnson**

Mr. Johnson is the current Interim Town Administrator. He thanked the Board members and the town for allowing him to serve. This has been a real learning experience for him and he appreciates the opportunity. He reviewed his background in municipal government. He was a T. Administrator in Townsend. Previous to that he worked in several other towns learning various aspects of government. Since his time here he has taken on purchasing, Sexual harassment officer. I have a good grasp of what the town is all about.

Mr. Timson, looking thru your resume, did you work for oil company? Mr. Johnson explained from the time I could walk, I worked there, and worked at a used car dealership for his father. I ran the day to day when he went on vacation. Mr. Timson you mentioned you are different then you predecessor, outline what we can expect the differences.

Mr. Johnson spoke of living in town and the ability to get to an incident within a short period of time. If I can help the DPW, I am going to do my responsiveness. I am a jack of all trades. I have the ability and wealth of knowledge.

Mr. Timson so are you saying since you came in at a lower level. So you had more ground roots. That is your difference. Mr. Johnson explained he rolls up his sleeves and get the job done. Knowing the people here is very helpful. Mr. Timson, so you see yourself as more hands on.

Mr. Stanton, one thing I noticed you are the only one that lives in town. Does that even matter or is there a benefit? Mr. Johnson thinks it does matter, in the Fall and Spring I am on the fields. I have my hand on the pulse of the town. I know a lot of residents. I think it is important that the Town Administrator has a vested interest in the town. I know the people in the town. I think it is important.

Mr. Stanton you state your weakness is time management. I have that as well. Mr. Johnson, at times, I have people tell me I need to delegate a bit more.

Mr. Stanton noted for the next 3-5 years, what are the major issues facing town. The Downtown improvements, improving the roadway near subway, the facilities project that will be a major project for the town. Not just the design but hiring the project manager. Are lot of moving pieces there. Mr. Johnson explained that is something I learned with the Library. After building the library I learned things to do differently. The superfund site for facilities. Keeping our debt budget flexible. People want us to go forward with construction but do within the budget. Continue to grow that each year.

Mr. Snuffer spoke to the Walpole Selectmen needing someone with Strong leadership, energy, skill and experience. Direct manage and facilitate, provide leadership to the Selectmen and department heads. Need to provide professional atmosphere. How to take the monthly meeting and make it into leadership quality. Example of how you have nurtured your own skills and staff and how would you treat it go forward?

Mr. Johnson thinks he has nurtured by continuing his education, at the age of 25 I did not know it all, I wanted to learn more. I never had that, since coming to town taken on additional classes, masters, completed courses on leadership. Has taken several classes on purchasing. Developing skills in Town halls some of the recent hires have been very successful. I am optimistic. Identifying key personal. Get experience and continue education. I signed off so Jodi can continue her education. We do not know it all, borrowing ideas from other towns is a great idea. We have had MIIA come in and provide training. It is important. It will take an extra hour. We have gone forward with NIMS training.

Mr. Snuffer stated when you delivered your budget message, I had a little trouble following it. The town distributes 66% to schools and 34% to municipal. You are aware of this practice. Mr. Johnson is aware and thinks we should continue that practice. It is a practice that has worked for the town. It is a split that works for the town. Creates a less them and us mentality. Any identified state aid we split. We are probably going to have a deficit. I think that split works well for us. Over

the last 10 years we eliminated the purchasing coordinator, saved over 1 million in the Library.

Mrs. Mackenzie noted we have great department heads, what direction do you want them to be heading towards. How do you think that benefits you, will also need an asst. Town Administrator. Mr. Johnson stated that yes we have had some great hires recently. They are bringing new ideas and it has been beneficial to us. Mike Donovan, he has taken on a lot. Going forward I would choose someone that has a good deal experience in Finance and Human Resource background. I was more of operations and HR person. I have brought Jodi and Marilyn in to the financing. I think it is more a group thinking. A lot of thought has gone into this.

Mrs. Mackenzie our form of Government has many different boards, committees. We do not want any one group to have too much power. When boards are not getting along. How could you work that?

Mr. Johnson stated that communication is key and having an open dialogue. It is important to be able to communicate with them. Has been working at that.

Mr. Gallivan wanted to know the three toughest issue you have had to deal with . Mr. Johnson noted over the last 7 months some of the biggest challenges, Health insurance, I am proud of that. We did a lot with insurance. Tried to negatively impact the current employees. Reduced the Contribution for those coming in the door. The purchase of the Sharon Country Day camp, I was approached in August and we owned it in November. One of the biggest challenges was balancing the budget. That was a good challenge and I am up for the task.

Mr. Gallivan one of the things I mentioned was the budgeting thing. I have tried to make some of the changes. In the past we were scattered. Trying to keep it a more consistent meeting. Some of the things I learned is a lot of hours went into this. A lot I want to cover. Try to remain consistent. What are the current years revenues. If Moosehill goes through that will be a great strain on our departments.

Mr. Snuffer in your message you indicated you are going the max, how many years prior how often did we do it. Mr. Johnson since I have been here. Mr. Snuffer approach priority based budgets to have the department heads talk about their line items.

Mr. Timson asked him what you want from this job. What do you see making this job desirable? Where do you want to take us? Mr. Johnson makes this town a better place to live, how, working with this Board, knowing the T. A does. I want to take guidance and give feedback. Once the override failed, I turned around a plan, and explained that we could do some of these things. Do it in a responsible way. I have gone in there I want to make this at better town to live in. Make the schools better, get the MCAS scores up there. I want better municipal infrastructure.

Mr. Timson, can you explain the contacts you have out there that will be advantageous to us. Mr. Johnson explained he did work for the MMA, a lot of the older managers remember me. I have great relationship with a lot of the area town managers. John Carroll has been great. Area managers in term of state wide I have some contacts in Winchester. We have four state representatives and that is a great asset.

His most productive time is after 4pm that s when I get to work on things. Dig in the numbers. During the day dealing with general public. Responding to emails and getting back to people. I get about 100 emails a day.

Mrs. Mackenzie, it is great you have proven to be a coworker. Are you ready to be their leader? Mr. Johnson stated he has proven that. Over the last 7 months I think I have shown the Board, employees and this town that I am a leader. I want this position to move the town in a great direction.

Mr. Stanton you touched on the GIC. As Asst. Town Administrator you chaired on the committee that investigated GIC. Negotiate and it went no where. The copays to the employees were not favorable. It was not something we were going after. We had a Cook and co and they worked out we explored but it did not go anywhere.

Mr. Snuffer noted that municipal government is the best to pay your tax dollars. We often hear the state government, they promulgate. How do we fight? Mr. Johnson stated that working with state legislators to change the law, lobby more. The School department does a great job requesting repeal on the mandates for transportation. Putting the bill back on the town and not accepting responsibility.

Mr. Timson, if you are selected, is the Job of Town Administrator going to be your only activity that is going to bring you money. If you do have other jobs, I want to know what they are.

Mr. Johnson stated he has a two family house. Not looking to take on any added jobs.

Mr. Gallivan stated that as a Town Administrator he is looking for him to lobby more at the sate level where to spend time, which groups you get more involved. Any ideas you might have. More about the process of lobbying work with town boards and committees.

Mr. Johnson noted the biggest challenge is he is doing two jobs. If he is chosen I could go out and find someone who is qualified, focus on spending more time at the State house. I think it is important to go to them.

Mrs. Mackenzie noted the elder population is growing, what that means to you. Mr. Johnson believes the town will have more needs for resources. We will have to

grow staffing if we get a new bldg. They are currently working with the visiting nurses association. I would like to see more health services offered. Going to be more of a demand on buses.

Mr. Stanton asked about the current OPIED crisis in Town as well as other communities. What are your thoughts on the OPIED crisis. Mr. Johnson does not have any first hand experience. Prior to coming here ten years we did not have the coalition. I like to continue to work with them to have fundraiser events. I like to try to promote. We had Wal-Mart in last night. Lets recognize those that are helping with the situation. Work with police and DA office.

Mr. Snuffer asked him about his weaknesses. Mr. Johnson talked about talked about OPEB that is something he is still learning about. My strengths have been insurance and negotiations. In the last seven months we have settled four contracts. Mr. Snuffer wanted to know if during the collective bargaining experience, does he prefer to have a Selectman. Mr. Johnson feels it is important to have a Selectmen present. It is nice to have someone sitting at the table and it is one of the biggest assets.

Mr. Gallivan questioned economic development and wanted to know if he had more time, what would he like to see the town do to maybe develop some areas of town. Mr. Johnson in general, really intrigued with the additional liquor license, great opportunity for the town. We spend about 60 million in this town on restaurants. I would like to work with our police and Cindy on this it could help develop some. I am interested in the Manzzo group. I think that would bring a lot of life to the town. Something we could work with a private developer. In terms of the Zoning Overlay district. Like to explore the landfill issue. Get more businesses in the Downtown. Keeping ongoing dialogue with existing businesses.

Mrs. Mackenzie noted this last week has been difficult, snow, budget address, over the weekend tragic fire. We needed to have an emergency meeting on site. You did not pretend to know how to deal with that you found out what we should be doing. To me I find that important. A great thing for this Board to know that is how you handled it. You handled it professionally. Mr. Johnson stated he was concerned and felt awful for homeowner, make sure town was covered liability. I appreciate you came in. It was a unique situation.

Mr. Johnson thanked them and everyone for the opportunity for doing the best job I can do. We have done a lot over that time. I am the right person for this job and I hope you choose me. Thank you for your time and consideration.

### David Marciello

Mr. Gallivan introduced David Marciello. Mr. Marciello gave a brief overview of his work history. He is an attorney with 18 plus years or experience. He was a Town Administrator for ten years. He would like to be a Town Administrator and is

currently in the MPA program at Bridgewater State. Charged with civil leadership course. My time in Rehoboth, looked at differently. Some of my accomplishments, he turned a \$18,000 fine and turned it into a grant and that brought in millions in to the town. Never a dead end, overturn everything. Bring every stakeholder to the table for open discussion. His management style is the same way. Brought in revenues, cell towers, Very involved in the community, spearheaded a garden for the food bank. Football stadium zero cost to taxpayers. Look to see what is in the town's best interest.

Mr. Timson what is better about our Town Administrator position? Mr. Marciello stated that Walpole has set itself up for success. That segways why I left Rehobeth. There were three members and it there was a lot of turmoil. I was put in the position and asked to choose sides, that go against the ethic of being a Town Administrator. My contract was coming to an end and time to go. Not the situation I wanted to work in because I would not choose a side. I grew up in the local area and played football against Walpole. The town is set up correctly, it has the structure I want and I am passionate about my career. When I saw this job I had to apply. This is what my career path has taken me to.

Mr. Timson everything is set up the way you want it. Does that mean you have a vision? Mr. Marciello spoke of the town being a physically good position to have economic development. You have opportunities. Structurally the town, the Charter is great, your RTM. You have professional people doing professional things. Your volunteers are an asset. You can grow. You have a lot of tools available. Managers do things right, leaders do the right things.

Mr. Timson, where would you go? Mr. Marciello stated he cannot say that all my ideas have the meat. The plan has to have long term incremental strategies, benchmark, goals. You have a master plan, you want to review and be sure it is what you want. Finding ways to do this. Operational plan, have to look at everything. Start a revenue generating committee. Financial advisors, bank presidents, good ideas. Why don't we do this or that? Saving is earning. I would like to see a ladder fund on your stabilization, put 20% in each year. The rest are growing at least 1%. Want to look at capital that is coming off the books. Planning for the next items. One thing I expanded on, program, we bought the police cars so many a years. We were not fixing them all the time. Those are the types of plans I would do. Look at every line, where can we cut and safe. Trying to be effective, get the job done.

Mr. Stanton since you left Town Administrator in 2011 what have you been doing? Mr. Marciello stated for the past 4 years, self-employed as an attorney. I decided to go get my MBA. I am not working as an attorney. He has one semester to get his degree if he stays in full time. Mr. Stanton wanted to know if he would move to Walpole if he got the job. Mr. Marciello stated that is on the table. That is something he would consider.

CS on your resume, you indicate enjoy seeking and employing into the budget process non traditional revenues. The town distributes 66% school and 34% municipal. Are you aware of this practice?

Mr. Marciello stated he is aware of all that. My chosen budgeting style a Zero based budget. You start at Zero and your build your budget up from the bottom. Needs and wants. Everything measured and reviewed gets better. It took a long time for this state to get where it is. Over the years we had back fill from the state, but as those revenues dry up has reduced local aid and put the burden back on the town. You can't get healthy over night. Every step is incremental. Handle on where you are spending money. You want to audit and find if there a better way. Find ways to bring in other revenues.

Mr. Snuffer , Walpole challenges you with many tasks. It is the way life is. We will seek a balance through short term needs. How would you integrate yourself into the dialogue with the department heads?

Mr. Marciello, everyone is part of the solution. You need everyone. I love white boards. I was a military guy. Surround yourself with competent people and delegate. The buck stops here. Have the department heads provide after action reports. You can not do it alone. They are part of the team.

Mr. Snuffer, we are part time legislators, how do you co share this information? Mr. Marciello, I would leave that up to you. Mr. Snuffer stated we do have a vision of the town. Mr. Marciello stated he would want it to be a collaborative effort. I would bring it to you and whatever your pleasure is. As long as it works for you and me. Make sure the work is done and effective

Mrs. Mackenzie you mentioned our Master plan, have you read it? Mr. Marciello noticed it has been recently updated. Most towns have a master plan and collects dust. Mrs. Mackenzie what benchmarks in the Master Plan. Mr. Marciello noted the capital needs and brownfields. I understand there is an issue with the train that we should not let out of our site.

Mr. Marciello would start with the police station, senior center. Has to be incremental. Look at pilot programs. Talked about cell towers. Mrs. Mackenzie, brownfields, the town has a very active health agent. What do you think we should be doing? Mr. Marciello, would have to get into the documents. There are companies that will find you the money if they can take a piece of the pie.

Mr. Gallivan asked him for three toughest issue you had to deal with. DM immediate issue was a Dam that Burst 2005, we had to scramble to save homes. Dive team down with big boulders and sand. Three days later received \$ 550,000 from the state. Building that dam back. We had a bridge that washed away. Long term we had the budget, major cuts. I physically took a 10% cut. I did not want to layoff people and take a little from everyone we did not have to cut employees. I level

funded my contract after that not taking a raise. The hardest thing was to let someone go. Not the best part of the job.

Mr. Gallivan, budgeting, how would you do that with the schools? Mr. Marciello asked if the Selectmen have authority. Mr. Gallivan we do not get detailed level. Mr. Marciello stated he would have no authority to mandate them. They too answer to the people and when they see line by line. People started appreciating it. The people start influencing where the money will go. They don't want to just see 1.5 million on equipment, they want to see a breakdown, It spurs a lot of dialogue. Once you do it and see it the people demand it. The people will not except otherwise. I meet with department heads early and I want them to give a breakdown of how they are going to spend the money. You meet early and often. You take each one on their own.

Mr. Snuffer, all departments are important. Priority based budget, need to come up with hard choices. I consider it the Town Administrator's responsibility to provide a professional atmosphere and guidance. You are emanating a high professional appearance. Mr. Marciello, allotting the money to each department that comes into the mix. If people feel they are growing they produce far more. When an employee feels they are advancing and happy they produce more. Allow for advanced training. He is a huge proponent of growing. I went to ICMA conferences. I am always reading. Also advice and encourage people to do the same.

Mr. Timson in order for me to be comfortable. There is an issue I need to get by. You were runner-up in other towns. Things ended up Rehoboth in not the best way and out of the Town Administrator business for a while. Tell me why I should not be concerned with that,

Mr. Marciello explained on the day his contract was not renewed one member withdrew from the office. He stepped down because they would not renew my contract and they were not functional. That is why they have a five member board now. I had to choose sides. I did not want to be there. We implement the policy you want. I would not go back on my ethical believes. With Norton and Holbrook. Norton came down to a coin toss. It was a two two vote. It was a coin toss. Holbrook, told me this candidate and you are identical. The other candidate had an MPA. I am proud of my accomplishments. My passion is Town Administration and that is what I want to do for the rest of my life. I am very particular. This town is bringing me out of the MPA program and graduate assistant.

Mr. Timson talked about the Drug and Alcohol program. What is your exposure on the issue. Mr. Marciello stated that any issue that is important I will get involved. Mr. Timson wanted to know what contacts he has in the cities towns state that you can bring to bear to our town. Mr. Marciello worked at the AG's office. All the people, secretary of state. Have huge resources with Bridgewater state. When I was in Rehoboth, I had sheriffs program where they cut our lawn, planting flowers.



Procurement contracts with the state, used trailers etc. All the contacts I had I have kept.

Mr. Gallivan, based on what you know about the Town how would you want to find additional money from the state level. Mr. Marciello stated you have bang on doors and make your arguments. Bring everyone involved. My focus is money you can count on. That is money you will get from a contractor grant. State aid year after year, you never can guarantee.

Mrs. Mackenzie our elder population is growing. What does that mean to you. Mr. Marciello that is a population that has needs, and if you have not planned for it, it will hit you hard and fast. Determine the needs. You need a plan in place. You can meet your 40B by building apartment building for seniors you can meet the 40B needs. Get rid of your 40B requirements and reduce you future impacts. Mrs. Mackenzie, what are important operational needs, the senior staff, the center itself, and the facility is adequate for the need. You need a plan, same as a plan for your employees. Want to project out.

Mr. Statnon you mentioned three other communities that had an opening that you would not pursue. What is the difference between them and Walpole? Mr. Maciello stated they are not Walpole, more of the same. My goals and objectives are not that. This structure, this scenario I want to work in Walpole because it is Walpole. Those communities are not set up for growth, and have no clear plans or visions. That is what sets you up for success. Town Administration is a calling and you need to look at these things. I understand the politics. You have elected Boards. I am a lawyer, not many come to this job as a lawyer I look at every side. There is always a solution. I have one comment on the amount of fees that were spent on T. Counsel, I can tell you in my town I was able to reduce that fee . Talked about how he handled the T. Counsel requests. All came across his desk, I am passionate about this job and this career and look forward to bringing the stakeholders on board and moving forward into exciting ways.

### **Dan Knapik**

Thank you for selecting me. The screening committee was great. I read the profile and when I looked at Walpole I know people that live here and was friendly with the previous Town Administrator. I knew the challenges . What attracted me were those challenges, improvements in facilities. Seem to be a collective spirit. My experience in Westfield, we came up with a plan to demonstrate you can do it without depending on the tax. I look back five years later. Four out of five we did not tax the 2 ½. Looking what is ahead in Walpole it was articulated in the profile.

Mr. Timson what is about the Walpole Town Administrator position that you see as being more desirable than your current job? Mr. Knapik, my job is a tough job, I accomplished what I set out to do and I got them done. It is time to move on. Nothing left for me to do. A job you never leave. A lot of politicians do not know

when it is time to say goodbye. He is comfortable leaving it behind. The Town Administrator is a different role. I never thought I would be in public office. Looking toward the next chapter I looked for towns that were similar. Establish goals, you have a lot of challenges. Need to have cohesive plans. People need to understand we are 550 million less in local aid. There is not going to be local aid to save the day. Everything was on the table. A plan can be recognized.

Mr. Timson are you prepared to articulate your goals for this town. Mr. Knapik in your health care account you are growing 8% or over. That is the largest single area. We did a lot of creative things. What can we do to get that rate of growth better? My own bargaining unions we were able to cut the severance package. Area of OPEB legislators do not have the ability to want to stay. Over the course conditioned the unions. Trash, single stream, whether it was cost effective. Could not move to single stream but now we do. OPEB convened unions came up with a plan for a long term solution. Talked about taxpayers not being able to pay more. They are tapped out. It is a collective experience. You need short term and long term goals. If you are waiting for local aide to come back, it is not.

Mr. Stanton we had a draw in a separate meeting. When you get out it is after 10pm, you will get home around midnight, often our meetings run late. The TA is expected to be here the next day, my concern that would be kind of tiring. You are third generation in family homestead. Mr. Knapik is aware the charter says within 15 miles if the Board grants a waiver. I would live by the letter of the Charter.

Mr. Stanton one thing I saw that I came by, one thing you were sued for removal of cities workers that removed signs. Mr. Knapik explained the situation he has 20 years training in safety, and I came by political signs that were on city property. They were told to remove them. The judge ruled it was against their first amendment rights. There was a \$53,000 bill he paid for legal fees. There was a finding of nothing against me. The City of Westfield had never seen anyone like that it just happen to be me in that case.

Mr. Snuffer, one thing I am hearing from you, you sound like a conservative. Mr. Knapik yes I am I am a republican. What I was able to demonstrate with Governor Patrick. If I am going to ask the taxpayer for a dollar I want to be sure we are spending it well. Mr. Snuffer you indicated once articulated the vision, the Town will charge you with many tasks. We will come at you and look at a healthy balance. In my opinion can use professional guidance. Mr. Knapik stated the authority of the mayor has been diluted, run by the city council or Boards and commissions, in order to move anything forward, I have to build relationships. I understood how they operate. What I see in this role, the Selectmen are the appointing and licensing. You need guidance, it is your call, I am here to help you craft the message. That is how I see that role.

Mr. Snuffer you use public messaging, you use that as communication to the residents. Mr. Knapik explained he has a Facebook page, and TV show. When I was

asking for 13 million to repair the bldg.. I let that air out and then I went out of the community. I spent 53 million on the buildings in the city. You need to be able to communicate. Sometimes at the coffee shop. You need to let them know the issues. All of the facilities are theirs. You have to build consensus and you need public support. You have RTM you need to get that information out there. Take every opportunity to communicate.

Mrs. Mackenzie asked if has read the Master Plan. Mr. Knapik , No I read some information about your facilities. Mrs. Mackenzie wanted to know what would some of your short term goals would be. Mr. Knapik would pour over everything. Critical eye on the ideas. Looking at a refreshed approach. I inspected everything personally. Need to embrace the building community. What in government we can do help them and how do we attract them. There are challenges of siting places in Walpole. I would try to get the lay of the land, Stabilize the financial situation. I have not seen your debt schedule The initial goal is that you are paying your bills. You have the 66% 34% model I have never heard for. I want accountability from the schools. Short term is to understand the lay of the land and figure out where you want to take it.

Mr. Gallivan asked him to talk about three of the toughest issues he has dealt with. Mr. Knapik stated they were mostly personnel issues. I found a lot of people that were moved from one location to another. When you hire it is costly, everyday I have to go in front of the taxpayer. School project in the city, we were going to close three schools and build a new one. The last one to serve in 2010, I had a scenario where we had financial issues and I had to lay some employees off. Not out of the woods yet.

Mr. Gallivan asked him to talk about his budget process. The number one is to make the budget. Build your budget around the school department budget. Containing costs. City has never embraced a financial staff. You have a consensus building around priorities and assumptions in towns. Most of the budget was with the school superintendent.

Mr. Snuffer you saw the brochure. The Collins center interviewed all of us and staff. One thing they said there are two types of administrators. Of those two models which would you be? Mr. Knapik would be the type to get out in front of the town. You have a great staff and you need to let them do their job.

Mr. Snuffer, we look for modern practice of budget practices, collective bargaining experience. Where do you stand out? Mr. Knapik collective bargaining is probably the best. I went to the Chapter 70 formula training. He has a good understanding of state regulations.

Mr. Timson asked him to explain the contacts you have and how those they could be brought to bear. Mr. Knapik stated there are 41 mayors, you have invited to a lot of

things. I have contact with the Governors. When thing goes south at the house we feel the pain. Keep lines of communication open is important.

Mr. Timson, you said you visited with our previous TA. You style of management different then his? Mr. Knapik, it is an accumulation of things, the difference with us. I went to school with Mike. I put a lot of personnel capital to get the Mayors job. Everything is on the table, everything gets challenged. We ask money to do more and more things. I am thinking about the future. Keep the community sustainable.

Mr. Gallivan talked about economic development. Mr. Knapik stated when I went into office; I wanted to hear from businesses what are the challenges. It was not about property tax it was utility cost. Worked to help with that. Using all the tools available, with a new position for economic officer.

Mr. Stanton, you have had great success and deep routes in Westfield and I have no doubt you could amerce yourself here. How long would it take you to get up to speed in town? Mr. Knapik, that is hard to answer. It takes time to get to know everything.

Mr. Timson, one area that I have been involved with is coalition drug and alcohol. It is a problem that is mounting. Any experience to bring to bear on that. Mr. Knapik has a close relationship with Police. Our police is the first line and have them trained properly, get a handle on it. Working with nonprofit group. I do not know what the answer is, but I do know it is an issue. Most of our crimes are drug related. There are a lot of different answers. There is a bill to hopefully address this.

Mr. Knapik asked the members what they felt their biggest challenge was.

Mr. Snuffer, an incoming Town Administrator can bring to our department heads the ability to learn more and create a more stabilized budget and the way they treat their subordinates.

Mr. Timson gets the services in a position they can be proud of. People are looking for high level of professionalism and service. No one wants to spend a lot of additional money. The town is making progress on those issues.

Mr. Gallivan, the town is in a good place and good employees and department heads. People expect a high degree of service, our schools are good and they want them to stay strong. The override showed us we have to do more with less. The building issue has not gone away. Need to keep that moving along.

Mrs. Mackenzie, need to move town forward, do homework with our studies. Follow up on the investment we have made. Find a way to do it within the debt budget and continue to grow on all sides.

Mr. Stanton there is a lot of challenges, hands on management style, mechanic, creative, issues that are particular to this town and the towns character.

Mr. Knapik, need to address everything manageable. Spirit of team cooperation you can get to where you want to go. Thank you for this opportunity. I believe I can move your vision forward.

The interviews ended at 10:35 pm and the Board took a short recess.

Mr. Gallivan announced they are back we have interviewed three candidates. We can make the appointment. We can defer. Mr. Timson asked if anyone checked with Town Counsel regarding if we should do this in the open. If we are going to discuss this we can look into that option.

Mr. Snuffer and Mr. Stanton believe it should be open. Mr. Stanton, from my standpoint I do not think the candidates would be surprised. Mr. Gallivan, my assumption is we are going to stay in public.

Mr. Snuffer is at a point of decision. The last candidate Dan, I believe he would present the experience, managerial level that would see Walpole in the future. I am also appreciative the work that has been done by Jim. I categorize this, unfairly that he is grown very nicely. But not what I think we need going forward. David is more of a scholastic person. My choice would be for Dan.

Mr. Gallivan thought Dan was a strong candidate but I would put my preference with Jim. He was concerned Jim had never gone thru a budget process I think he has done a good job, things I would like him to grow in to. He is doing two jobs, growth for him to move ahead more leadership. If Jim did not have the knowledge he has. Since he has that knowledge he would support him.

Mrs. Mackenzie agrees with Mr. Snuffer about the second candidate academics is a great place for him to be. The 3<sup>rd</sup> candidate felt he was strong, but thinks he could use experience in management not elected. Came across well spoken yet did not have drilling down give us options, the master plan is a big document. I think it would be a great place to start. His response to short term goals were, that being said, maybe he could start in a smaller community. I think there is a transition. Mark, was concerned so was I with Jim. I thought he did a good job so many things that I have been very impressed on things he needs to work on, issues he has dealt with in Town Hall. He has turned over a few department heads, a very good job and surrounding himself with great management team. He is a great leader so far, for us to pass over that for a chance. Our clear choice is Jim

Mr. Stanton, my choice would be Jim Johnson I think Dan would be a good choice, but I have been impressed as how Jim has performed. He has to negotiate, how he performed at Town Meeting, the last two weeks snow storms, he has kept me very informed. My hope as he lives in town, he is familiar with the character. Dan is a

Westfield guy that is where his routes are. I think it takes time. The second candidate very impressive, could speak on a lot of things from my standpoint he is different less the politician, more hands on management style. Mr. Johnson is my choice.

Mr. Timson, my heart is with Jim. I have done everything to help him succeed and I know he can do the job. I think Dan brings a lot of experience. I can't help but think the best team is to have Dan and Jim. I have no reservations with Jim moving forward. I think Dan has a different level of experience but it seems like he has that level of vision drilled down. He will support Jim if he is the one nominated.

Mr. Stanton believes he is stronger for going thru this process. He had to go thru the process. Made him a stronger candidate. I don't think you can go wrong either way,

Mr. Snuffer, there are no such things as throw away votes. I will reach out to Jim. In the interest of coherency I will join the vote.

MOTION moved by Mrs. Mackenzie to make an offer of employment to James Johnson as the Town Administrator subject to a mutually agreed upon contract, seconded by Mr. Stanton, VOTED 5-0-0

Lay out a plan for Jim and there are things that we can do to help Jim. Mr. Timson noted we did get a letter signed by all department heads saying they were in favor of him. That is telling. He has won over the department heads in town. Job well done.

Mr. Johnson came down to thank the Board members for the opportunity.

MOTION moved by Mr. Timson seconded by Mr. Snuffer to adjourn at 11:00pm